

Service Transformation Challenge Panel

Call for Evidence

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Overview

Introduction

We know integrating local services is challenging and further support is needed to help government, places and partners work together. As part of this, on 2nd April 2014, the Chief Secretary to the Treasury and Secretary of State for Communities and Local Government launched an independent Service Transformation Challenge Panel to advise what needs to happen nationally and locally to increase the pace and scale of service transformation.

The Panel will:

- identify the characteristics and enablers of successful transformation;
- consider how this good practice can best be shared and incentivised;
- identify the practical barriers preventing successful integration; and
- make practical recommendations on what needs to happen locally and nationally to help overcome these.

For the terms of reference please see <http://publicservicetransformation.org/service-transformation-challenge-panel>.

This document is the Panel's call for written evidence.

How can you contribute?

This call for evidence will be open from **1 May to 10 July 2014**.

The Panel is very keen to hear from a wide range of people. Local authorities and their partners will be important stakeholders, but the Panel is also interested to receive submissions from anyone who has evidence on how we can transform local public services to deliver better outcomes for local people.

Please note that we are not seeking proposals that would increase government borrowing. We are also not looking at devolution of tax or welfare, or seeking requests for funding.

If possible please submit your responses to the questions in this call for evidence electronically via the online form at <https://www.surveymonkey.com/s/56TCDYZ>

The Panel would also welcome any other relevant evidence to be emailed to challengepanel@transformation-network.gov.uk with "Evidence" in the subject line. Where electronic submission is not feasible, we welcome written evidence to Service Transformation Challenge Panel (Third floor, Zone H4), c/o Department for Communities and Local Government, Eland House, Bressenden PI, London SW1E 5DU. Please ensure your submissions make clear which questions each part of your response relates to.

The Panel is keen to receive evidence which will help them understand the barriers and challenges to transformation which may include sharing where things are not working as well as planned. If you believe a response is particularly sensitive, please make this clear within the submission, and we will endeavor to handle the information accordingly. However responses may be disclosable under the Freedom for Information Act. If you have any queries about this call for evidence, please contact: challengepanel@transformation-network.gov.uk

What happens next?

The Panel's expected timetable is as follows:

- **Call for Evidence (May to July 2014)**

To include:

- a literature review;
- a set of formal questions as set out in this document;
- visits to local places;
- discussions with key Government and external stakeholders.

- **Analysis and interpretation of evidence (July to August 2014)**

Analysis of evidence, development of initial conclusions, testing conclusions.

- **Preparation and publication of final report (September to October 2014)**

Preparing and publishing report.

You can find out more about the Panel and stay updated on our work via <http://publicservicetransformation.org/service-transformation-challenge-panel> or by following @servicereform and #challengepanel

The Call for Evidence

This call for evidence has been structured around a number of core themes. They are not intended to be definitive or mutually exclusive. You do not need to respond to all of these questions and are welcome to pick and choose the questions and areas that interest you most. **We are very keen to understand the evidence base that underpins decisions you have taken, and case studies to illustrate your points.**

Co-production and service re-design

To provide better services for people it is important that partners across public, private and voluntary organisations, communities and citizens use their different knowledge and resources to jointly design, commission and deliver services. Key to this is putting citizens at the heart of decision making.

- 1) Please provide practical examples of where you have re-designed services and shared benefits with partners. What were the success factors and challenges along the way?
- 2) What are the barriers and enablers to moving beyond partnership working to genuine co-production?
- 3) How can a broader range of people including voluntary and community groups, and citizens, be successfully engaged and mobilised?
- 4) What incentives would help to engage more places in service transformation?

Leadership

Strong and collaborative leadership nationally and locally is a key condition to achieving better outcomes across organisations.

- 5) Please provide examples that demonstrate how you have achieved strong collaboration across political, managerial and front line leaders?
- 6) What do leaders need to have in order to achieve greater collaboration and co-production?
- 7) What can be done both nationally and locally to develop greater leadership capacity and capability across all sectors?

Organisational culture and workforce

In future, people who run more integrated services will need to work across organisations with different cultures, professions and management structures. To achieve this, systems and behaviours will need to change, alongside a greater willingness to innovate.

- 8) Please provide examples that illustrate how best to bring different workforces together to deliver more integrated services, and how these changes were planned?
- 9) What were the ingredients of success, what were the key challenges and how were these overcome?
- 10) How can workforces be supported to become more open to new ways of working?

New delivery models

Achieving integrated services is going to require new ways of delivery which go beyond traditional in house and classic outsourcing. These can include joint ventures and partnerships, staff-led and staff-owned public service mutuals, and community-led enterprises and cooperatives.

- 11) Please provide successful examples of new delivery models and how they have provided better outcomes for people? Where possible include specific detail on costs, benefits and predicted savings.
- 12) What were the challenges, and how did you overcome these?

Financial accountability and flexibility

A clear framework for financial accountability is important to ensure effective decision making, service delivery and value for money. Many organisations have different and separate lines of accountability. To encourage greater collaboration, government has introduced a number of pooled funding arrangements such as the Better Care Fund and the Local Growth Fund, as well as various payment by results programmes. In addition, places are also pooling funding to collaborate more effectively around a shared set of outcomes. Despite this progress, funding is often fragmented, which can undermine effectiveness and value for money.

- 13) Which approaches to funding have led to better service outcomes? Please provide specific examples, including actions taken to overcome any barriers along the way.
- 14) What are the challenges and barriers that prevent partners pooling, aligning or jointly investing in shared outcomes?

15) Please provide examples of using capital assets or property to help transform public services and boost local growth, including how any challenges were overcome?

16) How could new approaches to funding deliver better outcomes for people by encouraging greater collaboration without increasing public sector borrowing?

Information sharing

Information sharing is often cited as a barrier to integrating local public services. The Cabinet Office is exploring legislative options for better information sharing, and the Centre of Excellence for Information Sharing has recently been established to tackle the cultural barriers. Both will go some way to help overcome these challenges. Understanding the precise nature of the barriers faced locally will help the Panel recommend what should be done and by whom.

17) What specific information needs to be shared locally in order to design and deliver more integrated services, and why?

18) Does your organisation have a clear sense of what information it can and cannot share? If not, how could this be improved?

19) Please provide examples of information sharing that has led to better outcomes for public services.

20) What are the barriers to local partners sharing information, and what can Government and local partners do to overcome these?